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Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

Along with the delivery of the Notice of the 119th Annual General Meeting of Shareholders, please allow me to say a few words.

From April 2016, the SANYO DENKI Group undertook a five-year Medium-Term Management Plan.

We implemented specific measures aimed at the following four management targets:

- (1) Continue to develop **world-leading products** in terms of quality, performance, and reliability.
- (2) Establish a **borderless** sales system in which all Group companies operate under the same management policy to deliver products and services that boast uniform high quality to customers around the world.
- (3) Manage all information in **real time** to grasp every current situation concerning business activities from anywhere in the world.
- (4) Build **factory automation** to improve production efficiency and quality as well as contribute effectively to inventory reduction and production management.

All of these measures were completed in March this year.

Regarding “factory automation,” we undertook a major revamp of our production lines for servo systems and cooling systems at our Kangawa Works and Fujiyama Works in Ueda City, Nagano Prefecture, building automated lines capable of high-mix, low-volume production. The operation of these automated lines has resulted in major reductions in production work hours, lead times, and in-process inventories. We are also proceeding with a new plan for the simultaneous construction of product design and production lines.

We also greatly reinforced our design and development functions. In April 2019, we established a new technology center in the Philippines, enabling us to enhance new product development and production technology in the Philippines. We have also constructed a new wing of our technology center in Japan, which commenced operations in May 2021 for the further enhancement of product technological capabilities.

Regarding sales activities, we placed efforts into the expansion of our global business, including the commencement of operations at SANYO DENKI (Tianjin) CO., LTD. in Tianjin, China and its Beijing Office in April 2019.

Additionally, in April 2021, we established a new company, SANYO DENKI IT Solution CO., LTD. to administer the application of IT at our 19 Group companies. The high-quality digital services provided by this new company will enhance the operational efficiency of the Group as a whole and enable real-time exchange of information.

With these kinds of initiatives, due to a significant increase in demand in the Group’s main target market of factory automation for communications devices, robots, and semi-conductor manufacturing equipment, we have achieved the results for the fiscal year described below.

Dividends at the end of the fiscal year under review will be 55 yen per share, if approved at this General Meeting of Shareholders.

We look forward to your continued support.

May 31, 2021

Shigeo Yamamoto  
Representative Director/Chairman of the Board & CEO

**NOTICE OF  
THE 119TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

**1. Date and Time:** Wednesday, June 16, 2021 at 10:00 a.m. Japan time

**2. Place:** Conference Room, 11th Floor  
SANYO DENKI CO., LTD.  
JR Otsuka Minamiguchi Building  
3-33-1, Minami-Otsuka,  
Toshima-ku, Tokyo

**3. Meeting Agenda:**

**Matters to be reported:**

1. The Business Report, Consolidated Financial Statements for the Company's 119th Fiscal Year (April 1, 2020 - March 31, 2021) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. Non-consolidated Financial Statements for the Company's 119th Fiscal Year (April 1, 2020 - March 31, 2021)

**Proposals to be resolved:**

- |                        |  |
|------------------------|--|
| <b>Proposal No. 1:</b> | Appropriation of Surplus   |
| <b>Proposal No. 2:</b> | Election of 9 Directors  |
| <b>Proposal No. 3:</b> | Election of 1 Audit & Supervisory Board Member                           |
| <b>Proposal No. 4:</b> | Payment of Retirement Bonus to Retiring Director                         |
| <b>Proposal No. 5:</b> | Payment of Retirement Bonus to Retiring Audit & Supervisory Board Member |

- Any updates to the Reference Documents, the Business Report, the Non-consolidated Financial Statements and Consolidated Financial Statements for the General Meeting of Shareholders will be promptly posted on the Company's website (<https://www.sanyodenki.co.jp>).
- Pursuant to laws and regulations and Article 16 of the Articles of Incorporation of the Company, the items below are posted on the Company's website, and are not included in this convocation notice. As a result, these items are included in documents subject to audit that were audited by the Audit & Supervisory Board in preparation of the Audit Report and the Accounting Auditor in preparation of the Independent Auditor's Report.
  - The Business Report Items related to share acquisition rights, etc., the structure and policies of the Company, and the status of its operations
  - Consolidated Financial Statements Consolidated Statements of Changes in Net Assets and notes to the consolidated financial statements
  - Non-consolidated Financial Statements Non-consolidated Statements of Changes in Net Assets and notes to the non-consolidated financial statements

Please note that measures will be implemented on the day of the Annual General Meeting of Shareholders to prevent the spread of COVID-19. These will include the more simplified reporting and the wearing of masks by the Company's officers and staff.

Shareholders are requested to attend the General Meeting of Shareholders only after confirming their own state of health, and to wear a mask if attending the venue. Shareholders are also encouraged to exercise voting rights in writing or via the Internet before the General Meeting of Shareholders, for their own safety.

Should future circumstances necessitate any significant changes to the General Meeting of Shareholders, shareholders will be notified via the website below.

<https://www.sanyodenki.co.jp>

## Exercise of Voting Rights

Voting rights may be exercised via the following methods.

### When exercising voting rights via the Internet

Exercise deadline: Input by Tuesday, June 15, 2021 at 5:00 p.m. Japan time

Please indicate your vote for or against the proposals on the voting rights exercise website (<https://www.e-sokai.jp>) or the voting rights exercise website for smartphone.

#### **About exercising voting rights via Internet**

##### **Using smartphone or tablet devices**

By scanning the “Login QR Code for the voting rights exercise website for smartphones” provided on the enclosed Voting Rights Exercise Form, voting rights can be exercised from the voting rights exercise website for smartphones. “Voting Rights Exercise Code” and “Password” are not required.

##### **Using personal computers and cellular phones**

Voting rights can be exercised by accessing the voting rights exercise website (<https://www.e-sokai.jp>) and entering the “Voting Rights Exercise Code” and “Password” provided on the enclosed Voting Rights Exercise Form.

##### **For matters that are unclear regarding exercising voting rights via the Internet, please contact the party below.**

Shareholder registry administrator  
Agency Department, JAPAN SECURITIES AGENTS, LTD.

Dedicated web support line  
0120-707-743 (Toll free within Japan)

Hours of operation  
9:00 a.m. to 9:00 p.m. (Including Saturdays, Sundays, and holidays)

In using the Voting Rights Exercise Website, connection fees to service providers and telecommunication fees (telephone fees, etc.) to telecommunications operators may be required, but these fees are to be borne by the shareholder.

### When exercising voting rights by writing

Exercise deadline: Arrive by Tuesday, June 15, 2021 at 5:00 p.m. Japan time

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it without postage.

#### **How to fill out the Voting Rights Exercise Form**

Please enter your vote for or against the Proposals here.

The “Login QR Code for use on the voting rights exercise website for smartphones” is provided here.

Proposals 1, 3, 4, 5

If voting for the proposal, circle the “賛” section.

If voting against the proposal, circle the “否” section.

Proposal 2

If voting for all persons, circle the “賛” section.

If voting against all persons, circle the “否” section.

If voting against some persons, circle the “賛” section and indicate the candidate numbers of the persons to vote against

- The “Voting Rights Exercise Code” and “Password” are provided on the reverses side of the Voting Rights Exercise Form.

### When attending the meeting in person

Date of Annual General Meeting of Shareholders: Wednesday, June 16, 2021 at 10:00 a.m. Japan time

Please submit the enclosed Voting Rights Exercise Form at the reception desk

When exercising voting rights, please be aware of the following:

- If you vote both in writing on the Voting Rights Exercise Form and via Internet, the vote placed via Internet will be valid.
- In addition, if you submit your vote multiple times via the same method, the last vote will be valid.
- In the event that there is no indication of for or against, this will be considered as voting for the proposal.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal No. 1: Appropriation of Surplus

To further strengthen the corporate structure and become resilient against harsh competitive forces in the industry for orders, in consideration of future business expansion etc., and while securing internal reserves, the Company has a fundamental policy of providing dividends proportional to business results.

Under this policy, concerning the appropriation of surplus for the fiscal year under review, the Company proposes the following.

Full-year dividends will amount to 90 yen per share, including the interim dividend of 35 yen per share.

1. Year-end dividend  
55 yen per share of common stock of the Company  
Total amount: 665,669,840 yen
2. Effective date of dividends  
June 17, 2021

**Proposal No. 2: Election of 9 Directors**

The terms of office of all 8 Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of 9 Directors is proposed, including the addition of 1 Outside Director to ensure transparency of management and for the further enhancement of corporate governance.

The candidates are as follows:

| No. | Name of candidate   |   | Current Position in the Company                        |
|-----|---------------------|---|--|
| 1   | Shigeo Yamamoto     | Reappointment   | Representative Director<br>Chairman of the Board & CEO |
| 2   | Nobumasa Kodama     | Reappointment   | Representative Director<br>President & COO             |
| 3   | Chihiro Nakayama    | Reappointment   | Director<br>Senior Executive Operating<br>Officer      |
| 4   | Yoshimasa Matsumoto | Reappointment   | Director<br>Executive Operating Officer                |
| 5   | Keiichi Kitamura    | New appointment   | Executive Operating Officer                            |
| 6   | Yuichiro Miyake     | Reappointment<br>Candidate for Outside Director<br>Candidate for Independent Director   | Director   |
| 7   | Toru Suzuki         | Reappointment<br>Candidate for Outside Director<br>Candidate for Independent Director   | Director   |
| 8   | Hiroshi Suwa        | Reappointment<br>Candidate for Outside Director<br>Candidate for Independent Director   | Director   |
| 9   | Shin Kurihara       | New appointment<br>Candidate for Outside Director<br>Candidate for Independent Director |  |

| No. | Name<br>(Date of birth)  | Past experience, positions<br>and significant concurrent positions   | Number of<br>shares of the<br>Company held |
|-----|--|--|--|
| 1   | Shigeo Yamamoto<br>(Dec. 1, 1950)<br><br>Reappointment         | Apr. 1983 Joined the Company<br>Jun. 1987 Director<br>Jun. 1991 Managing Director<br>Jun. 1994 President and Chief Executive Officer<br>Jun. 1999 Chief Executive Officer (current position)<br>President and Operating Officer<br>Jun. 2020 Chairman of the Board and Operating Officer (current position)  | 115,571<br>shares                          |
| 2   | Nobumasa Kodama<br>(Dec. 22, 1954)<br><br>Reappointment        | Apr. 1978 Joined the Company<br>Apr. 2002 General Manager, Cooling Systems Division<br>Jun. 2002 Operating Officer<br>Jul. 2003 Executive Operating Officer<br>General Manager, Servo Systems Division<br>Jun. 2004 Director<br>May. 2006 General Manager, Power Systems Division<br>Apr. 2014 Senior Executive Operating Officer<br>Apr. 2018 Representative Director (current position)<br>Vice President and Operating Officer<br>Jun. 2020 President and Operating Officer (current position)  | 4,000<br>shares                            |
| 3   | Chihiro Nakayama<br>(Sep. 4, 1965)<br><br>Reappointment        | Apr. 1988 Joined the Company<br>Apr. 2008 General Manager, Production Department, Cooling Systems<br>Division<br>Apr. 2010 General Manager, Production Department, Power Systems<br>Division<br>Apr. 2016 Operating Officer<br>General Manager, Cooling Systems Division<br>Jan. 2018 Deputy General Manager, Power Systems Division<br>Oct. 2018 Executive Operating Officer<br>Jun. 2019 Director (current position)<br>Apr. 2020 Senior Executive Operating Officer (current position)<br>[Responsibilities]<br>Supervising Business Division<br>In charge of Breaking the Shell and in charge of Finance | 1,400<br>shares                            |
| 4   | Yoshimasa<br>Matsumoto<br>(Jan. 12, 1960)<br><br>Reappointment | Apr. 1983 Joined the Company<br>Apr. 2000 General Manager, International Sales Department<br>Apr. 2004 Operating Officer<br>Feb. 2009 General Manager, Sales Headquarters<br>Apr. 2009 Executive Operating Officer<br>Jun. 2011 Director (current position)<br>Nov. 2018 Executive Operating Officer (current position)<br>[Responsibilities]<br>Supervising Sales Division<br>In charge of Group companies  | 2,800<br>shares                            |
| 5   | Keiichi Kitamura<br>(May 10, 1956)<br><br>New<br>appointment   | Aug. 1984 Joined the Company<br>Jul. 1998 General Manager, Human Resources Department<br>Jul. 2000 General Manager, Planning Department and General Manager,<br>General Affairs Department<br>Jun. 2002 Operating Officer<br>Oct. 2005 Operating Officer for Business Administration and Chief of<br>Ueda Facilities<br>Apr. 2019 Executive Operating Officer (current position)<br>[Responsibilities]<br>Supervising Business Administration  | 400<br>shares                              |

| No. | Name<br>(Date of birth)  | Past experience, positions<br>and significant concurrent positions   | Number of<br>shares of the<br>Company held |
|-----|--|--|--|
| 6   | <p>Reappointment</p> <p>Candidate for<br/>Outside Director</p> <p>Candidate for<br/>Independent<br/>Director</p> <p>Yuichiro Miyake<br/>(Aug. 8, 1947)</p> | <p>Apr. 1972 Registered as an attorney (Tokyo Bar Association), Established business</p> <p>Jun. 1995 Audit &amp; Supervisory Board Member of the Company</p> <p>Jun. 1999 Director (current position)</p> <p>Jun. 2003 Outside Audit &amp; Supervisory Board Member, Shindengen Electric Manufacturing Co., Ltd. (current position)</p> <p>Jun. 2008 Outside Audit and Supervisory Board Member, TADANO LTD. (current position)</p> <p>Jun. 2014 Outside Director and Audit &amp; Supervisory Committee Member, Asahi Organic Chemicals Industry Co., Ltd. (currently ASAHI YUKIZAI CORPORATION) (current position)</p> <p><b>Reason for selection as candidate for Outside Director and outline of expected roles</b><br/>Mr. Yuichiro Miyake has specialized knowledge and experience as an attorney, and the Company would like to utilize this in its management, and thus requests his election as Outside Director. The Company expects him to utilize this knowledge and experience to fulfil a role in providing supervision and advice on corporate management of the Company.</p> | 24,500<br>shares                           |
| 7   | <p>Reappointment</p> <p>Candidate for<br/>Outside Director</p> <p>Candidate for<br/>Independent<br/>Director</p> <p>Toru Suzuki<br/>(Oct. 23, 1956)</p>    | <p>Oct. 1992 Joined Meiwa &amp; Co. (currently GYOSEI &amp; CO.)</p> <p>Mar. 1997 Established Certified Public Accountant business</p> <p>Jul. 1997 Established Certified Tax Accountant business</p> <p>Jul. 2000 Entered employment at Meiwa &amp; Co. (currently GYOSEI &amp; CO.)</p> <p>Jun. 2001 Audit &amp; Supervisory Board Member of the Company</p> <p>Jun. 2007 Director (current position)</p> <p>Jul. 2009 Representative Employee, Meiwa &amp; Co. (currently GYOSEI &amp; CO.)</p> <p>[Reason for selection as candidate for Outside Director and outline of expected roles]<br/>Mr. Toru Suzuki has specialized knowledge and experience as a certified public accountant and certified tax accountant, and the Company would like to utilize this in its management, and thus requests his election as Outside Director. The Company expects him to utilize this knowledge and experience to fulfil a role in providing supervision and advice on corporate management of the Company.</p>   | 4,000<br>shares                            |
| 8   | <p>Reappointment</p> <p>Candidate for<br/>Outside Director</p> <p>Candidate for<br/>Independent<br/>Director</p> <p>Hiroshi Suwa<br/>(Jun. 19, 1954)</p>   | <p>Apr. 1977 Joined The Sanwa Bank, Ltd. (currently MUFG Bank, Ltd.)</p> <p>Jun. 1997 General Manager, Hachioji Branch</p> <p>Nov. 2001 Head of Research, Credit Department 4</p> <p>Jan. 2003 General Manager, Harbor Corporate Sales Department</p> <p>Aug. 2006 Joined Osaka Vacuum, Ltd.</p> <p>Mar. 2007 Director</p> <p>Jun. 2015 Director of the Company (current position)</p> <p><b>Reason for selection as candidate for Outside Director and outline of expected roles</b><br/>Mr. Hiroshi Suwa has knowledge and experience in his many years at financial institutions, and the Company would like to utilize these views as Director of other companies, and thus requests his election as Outside Director. The Company expects him to utilize this knowledge and experience to fulfil a role in providing supervision and advice on corporate management of the Company.</p>   | 1,200<br>shares                            |

|   |  |   |  |               |
|---|--|---|--|---------------|
| 9 | New<br>appointment                       | Apr. 1978   | Joined Toyo Radiator Manufacturing Co., Ltd. (currently T.RAD Co., Ltd.) | 100<br>shares |
|   | Candidate for<br>Outside Director        | May. 1985   | Joined Diesel Kiki Co., Ltd. (currently Valeo Japan)                     |               |
|   |  | May. 2007   | Operating Officer, Syscom Co., Ltd. (currently Comco Corporation)        |               |
|   | Candidate for<br>Independent<br>Director | Dec. 2010   | Plant Manager, TI Automotive Japan                                       |               |
|   | Shin Kurihara<br>(Jul. 18, 1954)         | Aug. 2020   | President and CEO, TI Automotive Japan (current position)                |               |
|   |  | <p><b>Reason for selection as candidate for Outside Director and outline of expected roles</b></p> <p>Mr. Shin Kurihara has gained knowledge and experience in his responsibilities for on-site operations of manufacturing facilities and insight as a corporate executive. The Company would like to utilize his views in its management, and thus requests his election as Outside Director. The Company expects him to utilize this knowledge and experience to fulfil a role in providing supervision and advice on the corporate management of the Company.</p> |  |               |

- (Notes)
1. There are no special interests between the Company and Messrs. Shigeo Yamamoto, Nobumasa Kodama, Chihiro Nakayama, Yoshimasa Matsumoto, Keiichi Kitamura, Yuichiro Miyake, Toru Suzuki, Hiroshi Suwa, and Shin Kurihara.
  2. Messrs. Yuichiro Miyake, Toru Suzuki, and Hiroshi Suwa are candidates for Outside Directors, and the Company has submitted them as Independent Directors to the Tokyo Stock Exchange. Mr. Shin Kurihara is also a candidate for Outside Director, and the Company intends to submit him as an Independent Director to the Tokyo Stock Exchange. Furthermore, the terms of office as Outside Directors of Messrs. Yuichiro Miyake, Toru Suzuki, and Hiroshi Suwa will be 22 years, 14 years, and 6 years, respectively, as of the close of this General Meeting of Shareholders.
  3. The Company has concluded a directors and officers liability insurance agreement with an insurance company. The contract will cover damages that may arise due to the insured assuming liability for their execution of duties or receiving a claim for the pursuit of such liability. The candidates will be included in the insured in this insurance contract, and the Company intends to renew with the same contents when it is next due for renewal.



**Proposal No. 3:** Election of 1 Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member, Sakon Hatanaka, will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the election of 1 Audit & Supervisory Board Member is proposed.

The Audit & Supervisory Board has previously given its approval to this proposal.

The candidate is as follows:

| Name<br>(Date of birth)  | Past experience, positions<br>and significant concurrent positions   | Number of<br>shares of the<br>Company held |
|--|--|--|
| New<br>appointment   | Apr. 1985 Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited)<br>Apr. 2012 Director, Sales Department 2, Hongo and Myogadani Area<br>Apr. 2013 Branch Office Executive Manager, Myogadani Branch<br>Oct. 2013 Director, Office for Promoting Diversity, Human Resource Services Department, Resona Holdings, Inc.   | 0<br>shares                                |
| Candidate for<br>Outside Audit &<br>Supervisory<br>Board Member        | Apr. 2015 Department Manager, Human Resources Development, Resona Bank, Limited<br>Apr. 2016 Audit and Supervisory Board Member, Saitama Resona Bank, Limited  |  |
| Candidate for<br>Independent<br>Audit &<br>Supervisory<br>Board Member | Jun. 2019 Director and Auditor<br>Apr. 2021 Senior Managing Director, Resona Business Service Co., Ltd. (current position)   |  |
| Noriko Miyagi<br>(Jun. 28, 1962)                                       | <p><b>Reason for selection as candidate for Outside Director</b></p> <p>Ms. Noriko Miyagi has knowledge and experience in her many years at financial institutions, experience in the promotion of diversity, and insight cultivated as auditor of other companies. The Company requests her election as Outside Audit &amp; Supervisory Board Member with the expectation that she will provide monitoring and effective advice on the overall management of the Company.</p> |  |

- (Notes)
1. There are no special interests between the Company and Ms. Noriko Miyagi.
  2. Ms. Noriko Miyagi is a candidate for Outside Audit & Supervisory Board Member, and the Company intends to submit her as an Independent Auditors to the Tokyo Stock Exchange.
  3. The Company has concluded a directors and officers liability insurance agreement with an insurance company. The contract will cover damages that may arise due to the insured assuming liability for their execution of duties or receiving a claim for the pursuit of such liability. The candidate will be included in the insured in this insurance contract, and the Company intends to renew with the same contents when it is next due for renewal.

**Proposal No. 4: Payment of Retirement Bonus to Retiring Director**

As of the conclusion of this Annual General Meeting of Shareholders, Mr. Shigejiro Miyata will retire as Director due to expiration of his term of office. The Company proposes the payment of a retirement bonus within an appropriate range for his service while in office, in line with certain standards established by the Company. The Company requests that the timing, method, and other details of the payment be entrusted to the Board of Directors. The Compensation Committee has considered the original proposal for this retirement bonus from multiple perspectives, including its consistency with the determination policy. Accordingly, the Company believes that it is line with the determination policy and is reasonable.

The amount of retirement bonus and career summary of the retiring Director is as follows:

| Name             | Amount         |           | Career summary                             |
|------------------|----------------|-----------|--|
| Shigejiro Miyata | 21 million yen | Jun. 2017 | Director of the Company (current position) |

**Proposal No. 5: Payment of Retirement Bonus to Retiring Audit & Supervisory Board Member**

As of the conclusion of this Annual General Meeting of Shareholders, Mr. Sakon Hatanaka will retire as Audit & Supervisory Board Member due to expiration of his term of office. The Company proposes the payment of a retirement bonus within an appropriate range for his service while in office, in line with certain standards established by the Company. The Company requests that the timing, method, and other details of the payment be entrusted to consultation with the Audit & Supervisory Board Members.

The amount of retirement bonus and career summary of the retiring Audit & Supervisory Board Member is as follows:

| Name           | Amount         |           | Career summary  |
|----------------|----------------|-----------|---|
| Sakon Hatanaka | 39 million yen | Jun. 2005 | Full-time Audit & Supervisory Board Member (current position) |

(Reference) Structure After the Annual General Meeting of Shareholders (plan for June 16, 2021 onwards)

The composition of the Board of Directors and the Audit & Supervisory Board will be as follows, if Proposals No.2 and No. 3 are approved and passed.

(1) Board of Directors

| Name                |                      | Position in the Company                                |
|---------------------|----------------------|--|
| Shigeo Yamamoto     | Current appointment  | Representative Director<br>Chairman of the Board & CEO |
| Nobumasa Kodama     | Current appointment  | Representative Director<br>President & COO             |
| Chihiro Nakayama    | Current appointment  | Director<br>Senior Executive Operating Officer         |
| Yoshimasa Matsumoto | Current appointment  | Director<br>Executive Operating Officer                |
| Keiichi Kitamura    | New appointment      | Director<br>Executive Operating Officer                |
| Yuichiro Miyake     | Current appointment  | Director   |
|                     | Outside Director     |  |
|                     | Independent Director |  |
| Toru Suzuki         | Current appointment  | Director   |
|                     | Outside Director     |  |
|                     | Independent Director |  |
| Hiroshi Suwa        | Current appointment  | Director   |
|                     | Outside Director     |  |
|                     | Independent Director |  |
| Shin Kurihara       | New appointment      | Director   |
|                     | Outside Director     |  |
|                     | Independent Director |  |

(2) Audit & Supervisory Board

| Name             |  | Position in the Company                         |
|------------------|--|---|
| Hiroaki Hayashi  | Current appointment                          | Audit & Supervisory Board Member<br>(Full-time) |
| Fumio Amano      | Current appointment                          | Audit & Supervisory Board Member<br>(Full-time) |
|                  | Outside Audit & Supervisory Board Member     |   |
|                  | Independent Audit & Supervisory Board Member |   |
| Takeshi Yamamoto | Current appointment                          | Audit & Supervisory Board Member                |
|                  | Outside Audit & Supervisory Board Member     |   |
|                  | Independent Audit & Supervisory Board Member |   |

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|               |  |                                  |
|---------------|--|----------------------------------|
| Noriko Miyagi | New appointment                              | Audit & Supervisory Board Member |
|               | Outside Audit & Supervisory Board Member     |                                  |
|               | Independent Audit & Supervisory Board Member |                                  |

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